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Approved For Release 2001/04/02 : CIA-RDP61-00017A000400110009-1

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Class. CHANGED TO: TS S (C)

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1783

31 July 1951

Date: 010278 By: 025

**MEMORANDUM FOR THE RECORD:**

**SUBJECT:** Notes on Conference held 27 July 1951 between personnel of Management, Covert and Overt Training. Present were:



1. Mr. [REDACTED] opened the meeting stating that the proposed survey was requested and emphasized that it was not being inflicted. The purpose of the survey is to determine the best training organization and staff pattern to accomplish the assigned mission. It was requested that certain information be made available to Management and sheets were distributed as examples of the type and form of information necessary. They cover:

a. Activities of each person in brief--what he does, how he does it and how much time is spent on each activity, lectures, liaison, research, administration, etc.

b. Frank and honest statement of his duties and improvements recommended.

c. Statements from branch or section chiefs about morale--good, or bad, cause and cure.

Since TRD has previously submitted a complete description of the mission, functions and duties of all its branches and staffs, it was decided this information was needed only for the overt training office.

2. After receipt of this information it is planned that personnel of Management would then meet with the training offices and consider training overseas, training within projects of CIA, such as [REDACTED] etc., and training within the various offices of CIA. Matters for further discussion would include: where T/O requests would originate, policy and planning for the covert training office, etc.

3. Mr. [REDACTED] stated his understanding that the meeting would concern itself with the relationship of TRD to the Office of Training. He explained the administrative position of TRD before its placement under the Office of Training and felt that one of the problems to be faced was the administrative channeling of TRD matters. He stated that for security reasons certain matters need to be handled on a "need-to-know" basis. One way to do this would be to make the Assistant Director of Training (Covert) on the same level as an office chief with delegated authority for approval of all personnel, travel, budget, etc., matters. Another problem to be considered is the possible transfer of certain TRD training activities to the overt office.

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25X1A 4. It was agreed by Mr. [REDACTED] that certain administrative matters should in all probability be handled independently by TRD and that [REDACTED] could sit down with the concerned parties to work out the details. 25X1A

25X1A 5. It was further agreed that language training and rapid reading courses should be transferred to the overt training office. Colonel [REDACTED] raised the question of a special instructor training course which might be given by the overt training office to train operationally qualified personnel in the art of teaching. 25X1A

25X1A 6. Mr. [REDACTED] stated the survey should further consider whether personnel of certain covert elements of OSI, I&S etc., might be included in the training program of the covert office. After discussion of the critical personnel situation in TRD, it was agreed that this would probably be a long range aim. 25X1A

25X1A 7. Mr. [REDACTED] displayed a chart showing the proposed new realignment of the staffs of TRD. It is presently planned to have two main staffs, one substantive, covering training materials, doctrine development and overseas training, and the other support, including administration, registrar, finance, real estate and other support functions. The most immediate problem facing TRD at the moment is the channel for such minor administrative matters as travel vouchers, promotions, etc. Mr. [REDACTED] stated that at the present he couldn't answer this. Captain [REDACTED] stated that Colonel Baird wanted to relieve TRD of as much detail as he could while at the same time insuring adequate protection of the security aspects. 25X1A

8. It was agreed that three problems which TRD would like resolved would be covered in the survey:

- a. The placement of graphics aids and training aids
- b. The channel for budget, fiscal, travel and other administrative matters
- c. The institution of an instructor training program and its placement

25X1A 9. Mr. [REDACTED] stated the first move was to receive the completed questionnaires from the overt office of training. He said that a group of three persons, headed by Mr. [REDACTED] would then visit both the overt and covert offices of training to review the training operations of both offices. He estimated 15 working days would be required to complete the survey. 25X1A

Distribution:

D/TR  
Management  
Tr/O  
Tr/C

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O/TR - TRD

11 July 1951

MEMORANDUM

TO : Deputy Director for Administration  
FROM : Director of Training  
SUBJECT : Management Survey of Office of Training Reorganization.

1. The recent organizational change which transferred the Training Division, DD/P, to the Office of Training has raised certain administrative problems about which this Office seeks guidance.

2. It is requested, therefore, that the Advisor for Management conduct a survey, at the earliest practical moment, of the mission and functions of the combined offices, with special attention to:

- (a) the organization of the O/Tr
- (b) the Table of Organization of the O/Tr
- (c) the allocation of funds to the O/Tr
- (d) the space requirements of the O/Tr
- (e) provisions required for the security protection of covert operational training.

MATTHEW BAIRD

MB:mrf

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Points in D/TR's memorandum of 21 July 1951

General

Organization of the joint venture to give "utmost security protection" to covert operations.

Prepared to sacrifice some "efficiency and economy".

Pay and Recruitment

GTG and STG at 40% of T/O; reason, can't offer enough pay to get proper quality because classification has put a "teacher" at too low a GS level (GS-9/11). Our requirements transcend the high school level.

Classification of teachers (in pay scale) on basis of subject taught impractical and causes "juggling" of slots. Not realistic. Wants "sufficient" GS-14 and 15's.

Administration

It is proposed that D/TR have OFFICE level status. Further suggestions are:

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Common Functions  
GTG

Para Military  
STG

Career Staff and Agent

Place under D/TR rather  
than Deputy for GTG or  
STG:

Possibly an autonomous  
command because of scope

UTG/A (Alcott)  
Orientation and Indoctrination  
CIA Intelligence  
Outside Agency

(Areas of conflict)  
Area Training  
Language Training  
Clerical Training

The "common" functions above will require that the existing and comparable units now in STG be augmented to take care of joint needs. Problems: security; any duplication of facilities to reflect overt and covert have met opposition in Management, Budget and Administration, AND Bureau of the Budget.

Joint areas of training should report to D/TR rather than either DD/GTG or DD/STG.

Have on O/TR Table of Organization an officer (training liaison officer) to promote areas of meaningful training vs. present organization where such officer is on the Office T/O.

Asks for management advice on disposition of Administration; Career Corps; Assessment and Testing; Graphics and Training Aids; Plans and Policy. Seeks a "measure of control" of Assessment and Testing.

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Comments that Covert should have "an administrative staff with all feasible autonomy of action" but that where possible, STG administrative matters be handled by O/TR administration.

Operative Suggestions

Have OPC and OSO substitute on-the-job training vs. classroom training for staff to be located in Washington and for clerical. Necessary because of lack of staff.

OPC and OSO operational personnel rotated for two to three year tour of duty at Training (i.e., don't train with academicians).

Para military training commitments must be met (both instructors and trainees) [REDACTED]

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O/TR - TRD INTER-  
RELATIONSHIP

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*Jan*

Adviser for Management

21 July 1951

Director of Training

Survey of the Reorganization of the Office of Training.

1. My primary consideration in requesting the above survey is the hope that a plan of reorganization of this Office may be effected that will assure the utmost security protection for covert operational training, consistent with the Director of Training's responsibility for all Agency training. I believe that to accomplish this it will be necessary to sacrifice some efficiency and economy of office management procedures, but that such a possibility must be recognized and accepted. Covert operational training should be compartmented within the Office of Training and granted autonomy of action necessary in the interest of security. For the purposes of this memo, I shall divide the functions of the Office of Training into two groups: General Training Group (Overt) or OTG, and Special Training Group (Covert) or STG. Each Group will correspond roughly with the type of training formerly handled by my office, OTG, and by TRD-OSO, now STG.

2. Agency training, for the purposes of this survey, could be divided roughly into three main categories:

- A. All Agency training common to all offices, where security of covert offices personnel is not a factor requiring special handling. This could include:
  - (1) The CIA Intelligence School.
  - (2) Language and Area Training.
  - (3) Orientation and Indoctrination of CIA employees.
  - (4) Unclassified Training Group A.
  - (5) Outside Agency Training.
  - (6) Rapid Reading, Report Writing, etc.
  - (7) Clerical Training.
- B. Para-Military Training.
- C. Covert Training.
  - (1) Staff.
  - (2) Agent.

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out 3. Category A training is presently given by both OTG and STG. I suggest that the major responsibility for this type training be assumed by OTG thereby relieving STG for greater emphasis on categories B and C. Under present T.O. status, it would be necessary to use personnel from STG in category A. Some opposition may be encountered from OPC-OSO if their staff and clerical employees are taught in the same classes with employees from the overt offices. It is suggested, however, that some of this opposition will not bear up under realistic inspection. Until the Office of Training is better staffed, it may be necessary for OPC-OSO to substitute on-the-job training for their Washington staff and clerical employees in place of formal classroom training, again thereby releasing instructors to training in categories B and C. (On-the-job training is the only training presently offered to the overt offices!).

4. It is suggested that the results of your survey will show that if the para-military training commitments are to be met, both instructors and trainees will have to be provided by the Department of Defense. The present STG staff is inadequate to meet the demands which will be placed on it, and it will be little short of a miracle if Personnel Procurement can provide the necessary civilian instructors and trainees to meet commitment deadlines.

5. Instruction in category C raises a training problem which is unique in the Agency and perhaps in government; - it can be given by only the most able and experienced OSO and OPC operational personnel. Whereas faculty members for the instruction required in categories A and B can be recruited from civilian and military sources, the Agency is completely dependent on covert offices' operational personnel for covert training instructors. This fact must be borne in mind by ADOS and ADPC and every inducement possible brought to bear so that qualified overseas operational personnel be rotated through Training for two to three-year tours of duty as instructors.

6. It is suggested that Classification and Management should adopt a somewhat more realistic attitude toward grade structure in the T.O. of the Office of Training. To date, the combined T.O.'s of OTG and STG are approximately 40% full, in spite of a high priority given STG by Personnel Procurement. One of the explanations for this situation, in addition to the obvious ones which afflict the Agency as a whole, is the low salary level of the U. S. "teacher". CIA probably won't change that, but CIA should realize that the CIA "teacher" is not just another high school teacher or even college professor. He is a specialist in a very limited field. Category C instructors must be those experienced operators who have the ability to impart their knowledge and experience to others. Not many of them



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are in the GS-9 to GS-11 bracket. By the same token, OSS "alumni" who are worth their salt are presently holding civilian jobs from which they will not be weaned by the offer of a GS-11 in CIA. Again, the college or school teacher who could be taught to teach in CIA is disinclined, with reason, to give up a \$3,500 a year job on a college or school campus where living costs are at a minimum, for a \$5,000 a year job in CIA's Washington. To date, after two months of effort, we have been unable to recruit a single qualified language and linguistics instructor for the CIA Language School at the salaries we can offer. All of which adds up to this: - if the Office of Training is to meet the training commitments it has already accepted, we must be able to offer instructors a salary they will accept!

7. I suggest that it places an unnecessary burden on the Office of Training to be required to divide its "faculty" into separate divisions of instruction based on the subject matter taught. This requirement in turn puts Classification in the position of having to judge between the relative merits of subjects taught; i.e., an instructor in Russian Language versus an instructor in the Advanced Operations Course of STG. We would prefer to have an Office of Training "faculty" T.O. on an over-all basis and be able to use that "faculty" where we need to, depending upon the versatility of the individual and the training exigencies of the moment. The present procedure causes a "juggling" of slots and grades which is not always honest and subject matter comparisons which are, tritely, invidious. It goes without saying that we would also like to have a sufficient number of GS-15 and GS-14 "faculty" slots to enable us to recruit and hold the personnel we need!

8. Management's guidance is sought specifically on the position or chart-wise organization of such functions as:

- A. Administration of Office of Training.
- B. Office of Training Plans and Policy Staff.
- C. Assessment.
- D. Testing.
- E. Career Corps and Department of Defense Administration.
- F. Graphics and Training Aids.

It is suggested that functions which will service both OTG and STG be placed under the Director of Training rather than under the Deputy for OTG or Deputy for STG. It must be recognized that

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personnel presently connected with the above are on the T.O. of STG, and no attempt must be made to increase their responsibilities at the expense of STG. But it is felt that economy and efficiency of operation can be achieved, without loss of service or security to STG, by augmenting existing units of STG to service both Groups. It should be remembered that Office of Training efforts in the past six months to duplicate the above functions of STG have met with consistent rebuff by Management, Budget and Administration within CIA, and the Bureau of the Budget from without. It is felt that the Covert Training Division of STG should in the interest of security have an administrative staff with all feasible autonomy of action, but that in general all administrative matters of STG be handled where practical by Office of Training administration. The thinking behind this suggestion is that for the foreseeable future the Deputy for STG is faced with a herculean task, and that he should be freed wherever possible from all detail except category B and C training.

9. The reorganized Office of Training will have a T.O. in excess of [redacted] persons. It will administer and train thousands of CIA personnel per year and be responsible for the expenditure of millions of dollars. The Office of Training in the CIA has an integral responsibility for the success or failure of Covert Office operations and the efficiency of Overt Office production. To all intents and purposes, the Office of Training has Office status under the DDCI (actually DCI). Such status should be recognized officially by appropriate grade ratings. The attached chart is therefore suggested.

10. Consideration should be given to an addition to the Office of Training T.O. of a Training Liaison Officer from each major Office (one for ONI and OIC combined). Experience has shown that Training Liaison Officers are essential. It has also shown, however, that if the Training Liaison Officers are on the T.O.'s of the separate Offices, the good ones are swamped with other duties and the poor ones are poor! In practice, the Training Liaison Officers, though carried on Office of Training T.O., will have to come from and work in the various Offices, but if they are on Office of Training's T.O., we can assure their being utilized for training matters! The above consideration has a bearing on the proposed Training T.O. of OPC.

11. The [redacted] is presently surveying the Testing and Assessment requirements of the Agency and will undoubtedly recommend that the separate testing programs of the Agency be centralized either under Personnel or Training. The Office of Training is and will be a big consumer of Testing and Assessment, and it is hoped that at least a measure of control therefore will be given to us.

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12. The thoughts and suggestions on this memo are my own and are made without consultation with OTD or STU personnel. Careful consideration must be given to the opinions of [REDACTED] Deputy for STU, which could easily be entirely divergent from my own. The attached skeleton T.O. is a suggested basis for study by your office. Should the National Security Council confirm recommendations presently under study, the CIA category B training (para-military) will assume such gigantic proportions as may warrant the establishment of a separate Training Command under the Office of Training.

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MATTHEW BAIRD

Attachment

D/Tr:MB:mrf

Distr:

O&I Addressee

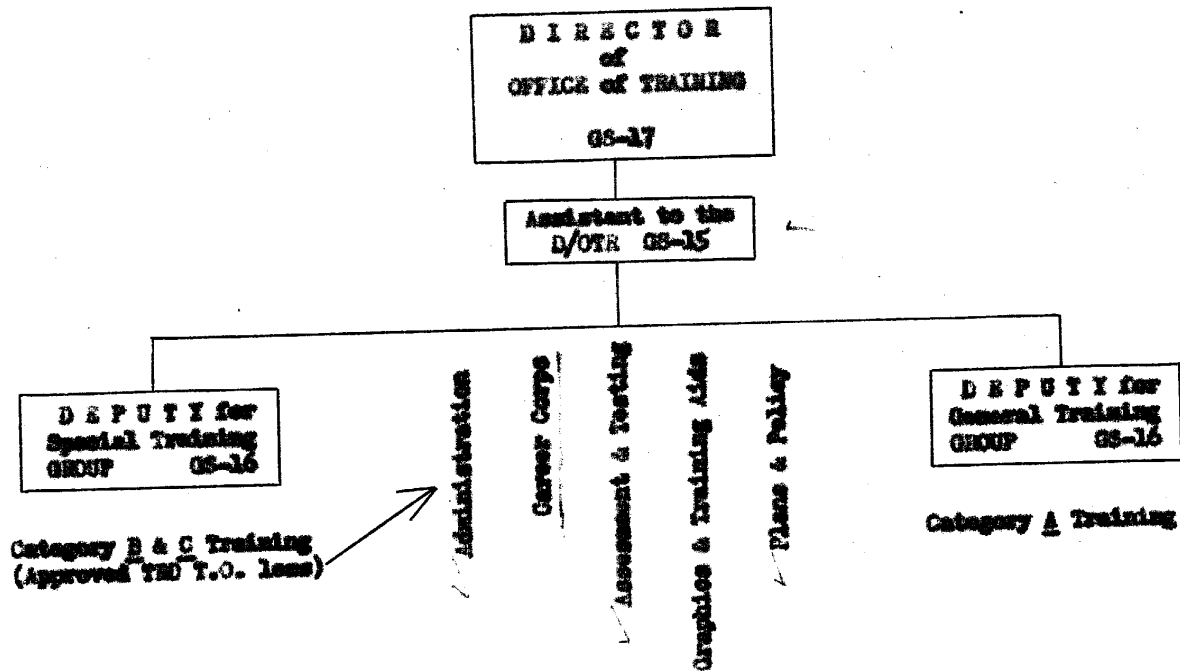
1 DDGI

1 DD/P

1 ADDA/General

1 Chief, TRD

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All main subdivision heads under Categories A, B & C to be GS-15's  
Head of CIA National Intelligence School - GS-16

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OFFICE OF TRAINING

MISSION

AND

FUNCTIONS

~~DRAFT~~

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### I MISSION

The Director of Training is charged with: (1) carrying out appropriate responsibilities vested in the Director of Central Intelligence by Public Law 110; (2) rendering staff assistance and representing the Director of Central Intelligence on matters of policy relating to the Agency's training programs; (3) providing training facilities inside the Agency and developing external programs at public and private institutions in the United States and foreign countries as required to meet the total training needs of the Agency; (4) conducting and supervising all training courses and programs for the Agency; and (5) participating in the formulation of policies and plans for the Career Service Program by selecting and training personnel of high qualifications.

### II FUNCTIONS

The Director of Training shall:

- A. Serve as permanent member of the CIA Career Service Board.
- B. Serve as advisory representative on the Professional Selection Panel.
- C. Formulate training policies, plans, and achievement standards to ensure the maximum development of all personnel to increase their capacities to serve the Agency.
- D. Train career personnel in foreign language and area fields and in specific functional and technical subjects at approved facilities in the United States and foreign countries.
- E. Maintain standards to be met by institutions selected for Agency training purposes and terminate the use of such institutions for failure to satisfy these prescribed standards.
- F. Determine achievement standards to be met by Agency personnel engaged in external training programs and in consultation with appropriate office heads terminate the training of students for failure to satisfy required achievement standards.
- G. Direct a program of junior officer training in the principles, methods, and techniques of intelligence and supervise further specialized training in cooperation with the various offices of the Agency.
- H. Provide basic training for all new personnel; conduct management training for executives, administrators and supervisors; and direct orientation and advanced training to meet the long-range requirements of all the Offices of the Agency.

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- I. Develop training programs for the several activities charged to the various staffs and offices of the Agency to qualify staff employees for planning, organizing, conducting and administering such activities in headquarters and in the field, and train agent personnel for specific assignments.
- J. Determine physical facilities and installations required in order to conduct training with maximum effectiveness and security.
- K. Maintain relationships with appropriate officials in government agencies, educational institutions in the United States and foreign countries, and in corporations and associations for the purpose of providing beneficial training programs.

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OFFICE OF TRAINING (GENERAL)

CHIEF, PLANS AND POLICY STAFF

I. MISSION

The mission of the Chief, Plans and Policy Staff, is to act as planning officer and policy advisor to the Director of Training and the Deputy Director of Training (General).

II. FUNCTIONS

The Chief of the Plans and Policy Staff shall be responsible for:

- A. Formulating and recommending training policies, plans, standards and programs, on a continuing basis, in order to meet the total training requirements of the Agency.
- B. Designing organizational plans and making recommendations regarding modifications of the mission and functions of appropriate components of the Office of Training.
- C. Developing and recommending solutions to problems of the Director of Training and the Deputy Director of Training (General) relating to the conduct of the Office of Training mission.
- D. Establishing and maintaining relationships with governmental and non-governmental institutions of actual and potential support to Agency training programs.
- E. Establishing the scope and terms of reference for the production of training manuals to be used in the training of professional personnel of the Agency.
- F. Participating as a member of the Office of Training Career Service Board.
- G. Providing the secretariat for meetings with Agency Training Officers.
- H. Reviewing and making recommendations on the policies, plans and programs developed by the Division Chiefs of the Office of Training (General).

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OFFICE OF TRAINING (GENERAL)

CHIEF, JUNIOR OFFICER TRAINING DIVISION

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**I**     MISSION

The Chief of the Junior Officer Training Division participates in and administers a training program for a selected group of new Agency personnel of outstanding ability, and supervises specialized individual training in the Agency in cooperation with the various office heads and administrators.

**II**    FUNCTIONS

The Chief of the Junior Training Division is responsible for:

- A.    Selecting individuals of outstanding ability and motivation for admission into the Junior Officer Training School.
- B.    Assessing in cooperation with the various offices in the Agency their requirements for specially qualified and trained individuals.
- C.    Collaborating with office heads in the development of an effective career program requiring that junior professional employees obtain carefully supervised desk training in intelligence and operations.
- D.    Recommending to appropriate officials additional training in the Agency or at some external facility and in cooperation with the Chief of the Programs Division formulate a study program designed to advance the professional ability of the junior intelligence officer.
- E.    Holding periodic conferences with junior officers and with their supervisors to determine the degree of their progress.
- F.    Maintaining complete personal records of the junior intelligence officers and as required submitting periodic reports on the achievement of each officer.
- G.    Placing in the Armed Forces a selected group of junior officers who have not fulfilled their military service and on their return to the Agency recommending additional training or placement in the various offices as required.

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OFFICE OF TRAINING (GENERAL)

CHIEF, ORIENTATION AND BRIEFING DIVISION

**I**     MISSION

The mission of the Chief of the Orientation and Briefing Division is to plan, prepare, and present briefings, lectures, indoctrination courses, and orientation programs on national intelligence activities and the mission and functions of the Agency and its components, directed to Agency and governmental personnel, and as appropriate to non-governmental groups outside of the Central Intelligence Agency.

**II**    FUNCTIONS

The Chief of the Orientation and Briefing Division shall:

- A. Offer indoctrination courses to all new personnel immediately upon entering on duty with the Agency, consisting of the language of intelligence, the mission, aims, and functions of CIA, and the internal organization of the Agency.
- B. Present a comprehensive quarterly orientation program to all personnel (GS-5 and above) on duty with the Agency.
- C. Present biweekly programs designed to provide opportunity to key officials of the various offices to discuss with appropriate personnel in the Agency services of common concern, current developments, and programs.
- D. Provide special briefings for high-level personnel or consultants given at the request of the DCI, Deputy Directors, Director of Training, or Assistant Directors.
- E. Make provision for special briefings for outgoing service attaches on intelligence subjects essential to their mission not covered elsewhere in their training.
- F. Give special lectures as required at the various schools and training centers in the military services, the Foreign Service Institute of the State Department, external institutions and learned societies, and individual briefings for selected government and foreign officials when such presentations are adjudged to be in the national interest.

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CHIEF, LANGUAGE SERVICES DIVISION

**I     MISSION**

The Chief of the Language Services Division is charged with: (1) insuring adequate means to achieve a high level of language proficiency among Agency personnel; (2) providing training facilities and aids inside the Agency to meet current operational requirements and long-range objectives; (3) planning adequate training programs in collaboration with universities and institutions in the United States and abroad in order to meet the deficiency in the Agency for instruction in a number of usual and exotic languages; (4) staffing the division with qualified scientific linguists with high academic standing in the field of linguistics; and (5) developing linguistic methodology and training techniques based on the best experience available in the audio and visual training fields.

**II    FUNCTIONS**

The Chief of the Language Services Division shall:

- A. Represent the Office of Training on all interdepartmental language committees and carry out liaison activities on language training matters with responsible officers in the IAC agencies
- B. Confer on a continuing basis with responsible office heads in the Agency concerning their language requirements and method of conducting courses in order to meet the peculiar operational requirements of that office
- C. Develop language courses at university level in various foreign academic institutions as required
- D. Develop language training facilities external to the Agency by carrying out close liaison activities with the heads of university language departments
- E. Represent the Office of Training at various language institutes and conventions in order to keep abreast of the best techniques and methods of instruction
- F. Organize and administer all language courses on an individual and self-study basis
- G. Supervise the instructional staff of the Language Services Division

OFFICE OF TRAINING (GENERAL)

CHIEF, PROGRAMS DIVISION

I MISSION

The Chief of the Programs Division plans, arranges for, and conducts programs providing intensive training in area or area combined with language, and training in technological, industrial and other substantive fields, and develops external programs at public and private institutions, and otherwise as appropriate, in the United States and foreign countries as required to meet the total training needs of the Agency.

II FUNCTIONS

The Chief of the Programs Division is responsible for:

- A. Assisting the various offices in identifying their immediate and long-range training needs designed to increase the capabilities of their personnel to serve the Agency.
- B. Utilizing all available training programs already organized in the military services, Department of State, and other government departments, in universities and graduate schools, and in research institutions in the United States and foreign countries.
- C. Determining standards to be met by the institutions selected for Agency use and recommending termination of such institutions for failure to satisfy these prescribed standards.
- D. Maintaining achievement standards to be met by Agency personnel engaged in external programs and recommending termination of the training of individual students for failure to satisfy the required achievement standards.
- E. Counseling office heads and individuals on planning and developing arrangements for specialized training.
- F. Reviewing with the aid of a panel or consultants, as appropriate, all requests for external training on the widest feasible and justifiable basis, assuring that nominees are considered in conformance with Agency standards, and recommend action to be taken.
- G. Arranging as required for entry of students into institutions providing approved training facilities.

- H. Authorizing administrative support for employees as required during the entire period of their absence for training.
- I. Maintaining a master working file on all trainees engaged in external programs and as required submit periodic evaluations of the achievement of each trainee.

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OFFICE OF TRAINING (GENERAL)

CHIEF, MANAGEMENT TRAINING DIVISION

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**I**     MISSION

The Chief of the Management Training Division plans, initiates, and supervises functional training programs designed to advance the techniques of effective management and to increase competence in clerical skills throughout the Agency.

**II**    FUNCTIONS

The Chief of the Management Training Division shall:

- A. Recommend training policy and develop programs as required with reference to the management functions of executive, administrative, and supervisory personnel and with reference to all functions of clerical personnel.
- B. Consult with appropriate office heads to determine the requirements for training in management and in clerical skills.
- C. Provide management training programs within individual offices or Agency-wide, as may be indicated.
- D. Provide clerical training programs for clerical personnel awaiting assignment, general refresher training for clerical personnel on the job, and specialized clerical training to meet the specific needs of individual offices.
- E. Provide basic supervisory training in the field of human relations for all executive, administrative, and supervisory personnel.
- F. Conduct initial training in the use of the Personnel Evaluation Report.
- G. Evaluate the efficacy of management and clerical training programs.
- H. Represent the Office of Training at association meetings of the American Management Association, the Society for the Advancement of Management, the American Society for Public Administration, the Society for Personnel Administration, and the American Political Science Association for the purpose of adapting for use in the Agency the best practical thinking in the field of management training.

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OFFICE OF TRAINING (GENERAL)

CHIEF, INTELLIGENCE TRAINING DIVISION

**I**    MISSION

The Chief of the Intelligence Training Division is charged with:  
(1) planning and organizing a recurring series of training courses covering the principles, techniques, and methods of national strategic intelligence; (2) maintaining a training school for junior professional recruits and for all new professional employees entering the Agency; (3) developing an intermediate and advanced program of studies formulated within the context of basic global problems of the United States designed to relate the trainees' fields of competence to that of intelligence; (4) formulating refresher courses for experienced intelligence personnel; and (5) operating a reading improvement laboratory designed to increase the reading comprehension of Agency personnel.

**II**    FUNCTIONS

The Chief of the Intelligence Training Division shall:

- A. Organize and administer a basic intelligence course
- B. Direct and supervise the activities of the instructional staff of the school
- C. Deliver lectures in a wide variety of subjects in the school courses
- D. Arrange for guest lecturers to speak in all school courses
- E. Participate in the assessment of students and make recommendations on their placement in the Agency
- F. Establish refresher training courses and provide for advanced studies for experienced professional employees
- G. Confer with responsible officers of the Agency concerning the content and the method of conducting courses of the school
- H. Maintain liaison on training matters with responsible officers in the IAC agencies
- I. Give general supervision to the Reading Improvement Branch
- J. Participate in Office of Training activities as required by the Director of Training and the Deputy Director of Training (General).

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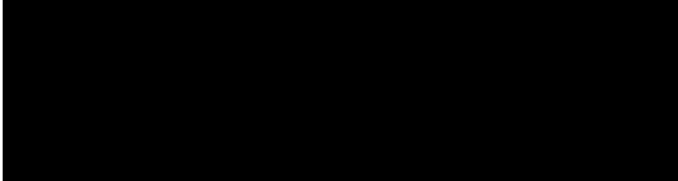
#### MISSION

The Director of Training is charged with carrying out appropriate responsibilities vested in the Director of Central Intelligence by Public Law 110; rendering staff assistance and representing the Director of Central Intelligence on matters of policy relating to the Agency's training programs; providing training facilities inside the Agency and developing external programs at public and private institutions in the United States and foreign countries as required to meet the total training needs of the Agency; conducting and supervising all training courses and programs for the Agency; and participating in the Career Service Program by assisting in the formulation of policies and plans and by selecting and training personnel of high qualifications.

#### FUNCTIONS

The Director of Training shall:

- A. Formulate training policies and programs for development of the capacity of staff employees to serve the Agency.
- B. Train career staff employees in foreign language and area fields and in specific functional and technical subjects at facilities in the United States and foreign countries.
- C. Maintain relationships with appropriate officials in government agencies, educational institutions in the United States and foreign countries, and in corporations and associations for the purpose of providing beneficial training programs.

- D. Ensure that only institutions and facilities satisfying suitable standards of quality shall be utilized for Agency training purposes; and determining and enforcing achievement standards to be met by Agency personnel.
- E. Direct a program of junior officer training in the principles, methods, and techniques of intelligence and supervise further specialized training in cooperation with the various offices of the Agency.
- F. Provide orientation and basic training for all new staff employees; conduct management training for executives, administrators and supervisors; and direct advanced training to meet the long-range requirements of all the Offices of the Agency.
- G. 
- H. Determine physical facilities and installations required in order to conduct training with maximum effectiveness and security.

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Security Information

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